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DD S&T MAG

DCI MEETING

1 JUNE 1977

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DDS&T MANAGEMENT ADVISORY PANEL

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DCI--DDS&T/MAP MEETING  
1 June 1977

AGENDA

EVENT

Introductions and Opening Remarks	( 5 Min)
Issue No. 1 -- The Image of the Agency	(10 Min)
Issue No. 2 -- Evaluation of the Intelligence Cycle	(10 Min)
Issue No. 3 -- The Status of the Clerical Profession in the Agency	( 5 Min)
Issue No. 4 -- Equal Employment Opportunity in the Agency	(10 Min)
Issue No. 5 -- Policy on Management by Objectives	( 5 Min)
Issue No. 6 -- Dual Career Ladders	( 5 Min)
Additional Discussion Items	(10 Min)

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Issue No. 1 -- The Image of the Agency

Summary Statement: The Public Affairs Policy and Resulting Program of the Agency have not been Effective in Improving the Image of the Agency.

Recommendations:

1. A forward looking self initiated posture in public affairs should be taken to convince the public that the Agency is indeed under control and is doing worthwhile work.
  - The DCI should go on record as strongly defending the Agency and its interests when appropriate.
  - The President should publicly identify the purpose and need for the Agency in a dedicated address.
  - Acknowledge and publicize information on past activities (e.g., U-2 Program).
  - Make offer of assistance to major newspaper or nationally syndicated columnist for feature series on Agency.
  - Take an active role in community outreach programs, publicizing details of involvement to press beforehand.
  - Contract with a professional firm to make a movie on the Agency, copies of which should be made available to the public.
- 1a. Launch a concerted effort to improve employee relations and attitudes.
  - Task the DDA with implementing a one-Agency concept through programmed inter-directorate lateral rotations and transfers at all levels.
  - Convene a task force consisting of personnel from the Agency, other U.S. Government organizations, and industry to study management in the Agency with an eye toward streamlining command channels and reducing bureaucratic stagnation.
  - Task each Deputy Director and Staff head to re-examine the utility of their various panels and staffs.

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- Encourage innovative approaches, e.g., the use of hand written notes in place of typed memorandums.

Discussion:

Recommendation No. 1

<u>Pro</u>	<u>Con</u>
-- Allows the Agency to anticipate and plan for public reaction.	-- Difficult to control release of sensitive information which could damage the Agency's work.
-- Demonstrates that the Agency is attempting to be as open as practical.	-- May not be supported by all employees.
-- Reduces misunderstanding of Agency role and actual work.	-- A certain element of the public will always be cynical of the Agency.
-- Exposes the varied career opportunities in Agency to prospective applicants.	-- Public and Press may view action as self-serving.

Recommendation No. 1a.

<u>Pro</u>	<u>Con</u>
-- Employee morale and retention improved.	-- Requires management to sacrifice time away from substantive efforts.
-- Improves final product through better utilization of employee resources.	-- Extensive rotations and transfers can dilute specialized expertise.
-- Adds efficiency to daily operation of the Agency.	-- Difficult to gain support of many senior managers in personnel management manners.

Background:

- Recent disclosures, investigations and press coverage have damaged the image of the Agency in the public eye.
- The Agency has been on the defensive in public affairs over the past four years.
- The U.S. Public is ignorant of the true character and function of the Agency.

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- Agency employees need to know that the public recognizes the value of the Agency product and that Agency employment is socially acceptable.

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Issue No. 2 -- Evaluation of the Entire  
Intelligence Cycle

Summary Statement: A need Exists to Objectively and Uniformly Evaluate and Exert Control Over Each Phase of the Intelligence Cycle Within Each Component of the Intelligence Community.

Recommendations: Form task force to formulate plan of implementation to:

- Obtain clear definitive guidance from the policy makers on the information they need.
- Establish an effective centralized body to provide for a thorough coordinated evaluation of each phase of the intelligence cycle (i.e., Requirements, programs, production and consumption) at each major level of control (e.g., IC Staff, Agency, and Directorate).
- Give these staffs sufficient authority to influence programs and production efforts.
- Task these staffs to establish a mechanism to track specific requirements through the cycle of generation, collection, reporting and consumption to include associated costs.
- Maintain a constant flow of fresh blood in the monitoring system through regular rotations of line personnel into these evaluation staffs.
- Retain the ability to fund research and development activities on future and, therefore, undefined requirements.
- Require existing command channels to provide effective feedback of information on evaluation efforts to the working levels.

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Discussion:

Pro	Con
-- Introduces greater efficiency into intelligence production and ultimately improves the utility of the product.	-- Creates a bureaucratic layer which could delay responsiveness.
-- Prepares intelligence community for justifying progress to OMB and Congress.	-- May add costs to overall process.
-- Closes loop on current evaluation efforts.	-- Will meet with resistance from existing Intelligence Community organizations.
-- Reduces duplication and eliminates non-productive efforts.	

Background:

- Program (including Fiscal) Evaluation is not carried out on a uniform or thorough basis in intelligence community, much less in the Agency.
- Clear specific guidance from the policy makers on their intelligence needs has not been forthcoming.
- The actual customers of intelligence are not clearly identified.
- A continuing requirement validation process is not always used.
- Community-wide control of total resources is lacking.
- Critical post mortems of intelligence efforts are not carried out regularly.

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Issue No. 3 -- Status of Clerical Profession  
in the Agency

Summary Statement: The Clerical Field is not Accepted or Viewed as an Accredited Profession.

Recommendation: Enjoin Deputy Directors to make every effort to make clerical employees an integral part of the work of Agency components through:

- Participation in management forums.
- Delegating additional responsibilities to clerical employees.
- Insure that clerical employees understand the work of the component and the importance of their roles within the component.

Task the Director of Personnel to conduct a thorough investigation and review of all clerical positions to consider restructuring and redesignation of positions and job titles.

Eliminate the policy of basing clerical grade levels solely on the supervisors grade.

Discontinue the use of the term "non-professional."

Include clerical employees in existing Agency personnel management mechanisms (e.g., ranking, evaluation panels, etc.).

De-emphasize upward mobility as a panacea to clerical grade ceiling problems.

Expand training in the clerical skills area and make other appropriate training available to all clerical employees.

Increase the use of monetary awards and other forms of ad-hoc recognition for clericals.

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Discussion:

<u>Pro</u>	<u>Con</u>
-- Elevates image of the clerical profession.	-- Can raise false expectations--headroom problem will still prevail.
-- Reduces turnover while raising morale.	-- Possible cost addition in elevated grade levels.
-- Provides for better use of resources.	-- Resistance from managers.
-- Results in possible reduction in the number of professional and clerical positions.	

Background:

- Clerical employees constitute 28% of the Agency work force.
- Morale is low in the Clerical ranks. Their primary concern relates to limited advancement opportunities--a solution for which, on a large scale basis, is not possible.
- Clerical profession is generally held in low esteem by others, and as a result, appropriate career attention is not provided to this group of employees.
- The emphasis on upward mobility has aggravated the degradation of the clerical profession.
- The status and recognition afforded clerical employees is not commensurate with their value to the Agency.
- In general clerical resources are not being used effectively.

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Issue No. 4 -- Equal Employment Opportunity  
in the Agency

Summary Statement: The Agency EEO Program Lacks Direction and is not Effective.

Recommendations: Integrate EEO activities into Normal Agency Personnel Management.

- Centralize all EEO responsibilities in the Office of Personnel.
- Design EEO Plan and related activities to reflect Agency-wide goals vice parochial directorate concerns.
- Step-up Agency-wide Community Action programs.
- Standardize applicant review procedures for all employees.
- Disregard position/title and race/sex, etc., in the selection of EEO Officials.
- Increase EEO training in ongoing OTR courses. Require that Agency managers receive a certain amount of formal instruction on EEO.

Discussion:

Pro

- Encourages acceptance of EEO as a normal personnel management practice.
- Reduces possibilities for reverse discrimination.
- Assists in identifying specific clear cut policy which will be understood and used by work force.

Con

- Could perpetuate status quo, i.e., no gains in EEO area.
- Civil Service Commission will oppose disestablishment of EEO staff.
- Community action programs can backfire.

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- Places emphasis on quality rather than quantity in minority representation.

Background:

- EEO is perceived as a special interest activity and not as a segment of normal Agency personnel management.
- Practical guidance and direction on EEO is not being communicated to Agency employees.
- Confusion and resentment exists due to perceived special treatment given to minorities and women.
- The good performance of minorities is blurred by the image they have in the Agency.
- The EEO plan is fragmented and, in general, does not meet its purpose.
- Progress in the EEO arena is based primarily on numerical accomplishments.
- There is no central focus on EEO recruitment and community affairs activities.

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Issue No. 5 -- Policy on Management by Objectives

Summary Statement: Implementation of the policy on MBO has been neglected in the Agency.

Recommendation: Disestablish the Agency policy on MBO leaving an option for utilization by individual components on a voluntary basis.

Discussion:

<u>Pro</u>	<u>Con</u>
-- Reduces present ambiguities in Agency management.	-- Places burden on managers to maintain effective communications.
-- Reduces associated man hours, cost and paperwork.	
-- Encourages innovation in managerial styles.	-- Could lead to misunderstanding of job related goals and requirements.
	-- Implementation in single component could be met with resentment.

Background:

- MBO established as policy under Director Colby, yet it is not enforced by Agency managers. Confusion now prevails.
- MBO has application in industry; it is questionable, however, if Agency work can be quantified to the degree necessary.

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Issue No. 6 -- Dual Career Ladders

Summary Statement: Virtually all Agency managers are selected based on past professional, and often specialized performance. Substantive specialists are forced into managerial duties to assure career progression.

Recommendations:

- Convene a task force to include representation from industry to look into creating viable and separate career paths for both managers and substantive specialists.
- Establish an effective process to evaluate prospective managers using psychological testing and assessment center approaches.
- Expand the number and scope of Scientific Pay Scale positions and make these available to other disciplines even at the expense of GS positions.

Discussion:

<u>Pro</u>	<u>Con</u>
-- Fits best people in the right jobs.	-- Can create dissent in having managers that do not grasp substantive work of component.
-- Could result in reducing manpower requirements.	-- Could lead to friction between line and management.
-- Opens up career opportunities for specialists.	-- Adds cost in screening and testing managers.
-- Encourages professionalism in managers.	
-- Has worked successfully in industry.	

Background:

- Agency managers are selected for their past performance in a specialty with little consideration of ability to lead others.
- Specialized expertise is being wasted on administrative duties.

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- Career opportunities in specialized field, void of managerial responsibilities, are severely limited.
- Dual career tracks exist in industry and in the military.

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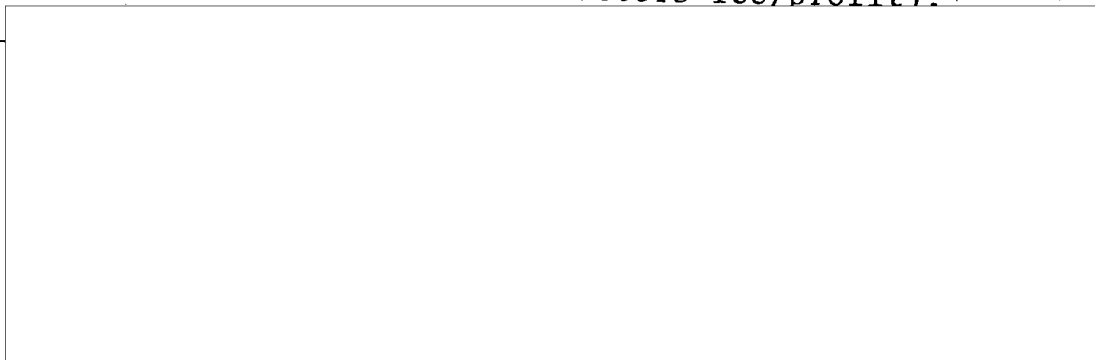
Secondary Issues

No. 1 -- Improvement of Security of Classified Intelligence Material Held at Contractor Sites.

Recommendations:

- A. Require that document control be administered directly by U.S. Government employee, where large volumes and/or sensitive classifications are involved.
- B. Restrict issuance of clearances to the minimum.
- C. Establish punitive measures for violations (e.g., withhold contractors fee/profit).

No. 2 --



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The following questions are of general interest to the employee. We ask that consideration be given to these and addressed through your "Notes - from - the Director."

- The circumstances surrounding the recent firings of Agency employees have raised grave doubts in the minds of many as to what constitutes inappropriate conduct. Please outline the conditions under which you "lose confidence" in your people.
- To what degree will press coverage of Agency personnel and policies be extended in the future?
- What are your goals for the Agency and the Intelligence Community and what time table do you believe is reasonable for the accomplishment of these goals?
- What do you believe to be the most important problems the Agency and the Intelligence Community currently face?
- What new problems do you expect the community to face in the future?
- How can we as employees, or as members of this panel, best help you in your position as Director of Central Intelligence?
- What changes can we expect in the CIA purpose, function, or organization?

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